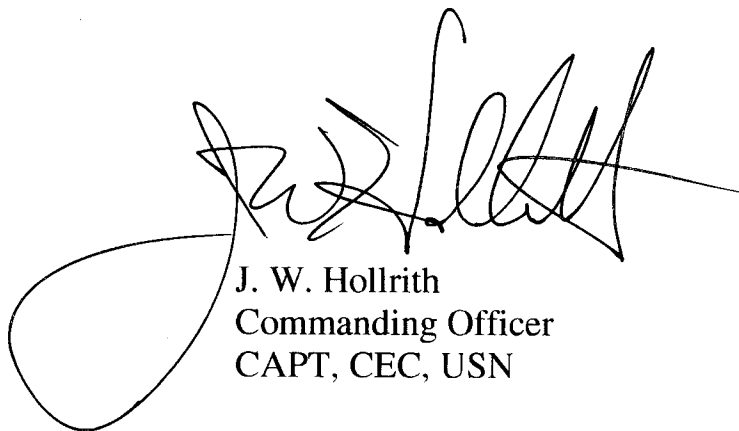


**NAVY PUBLIC WORKS CENTER/REGIONAL ENGINEER
NORFOLK**

CONCEPT OF OPERATIONS

18 FEBRUARY 2003



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INTRODUCTION

The Navy Public Works Center (PWC) Norfolk, Virginia, is the first and the largest of the Navy's Public Works Centers. PWC Norfolk provides facilities maintenance, transportation, engineering, utilities, and environmental support to the largest aggregate military complex in the world.

With the Regional Engineer (RE) as part of its organization, PWC Norfolk also provides the necessary facility engineering leadership to ensure that the Mid-Atlantic Region's facilities and infrastructure are managed efficiently and effectively.

So how is the Navy's largest public works center organized and how does it operate? The principle purpose of this **Concept of Operations** is to delineate the organization by showing PWC/RE Norfolk's Area of Responsibility (AOR), organizational structure, functional groups, departments and their operational interactions and responsibilities. The Concept of Operations also shows PWC/RE Norfolk as an expandable organization that can facilitate the future expansion of over-the-horizon sites.

HISTORICAL BACKGROUND

A Secretary of the Navy initiative founded the U.S. Navy Public Works Center, Norfolk (PWC Norfolk), as the Navy's first center to consolidate public works functions for a naval base. PWC Norfolk opened on June 15, 1948, with 12 major customers under the management control of the Bureau of Yards and Docks, exercised through the Commander, Naval Operating Base, Norfolk, whose current title is Commander, Navy Region Mid-Atlantic.

Two days after its establishment, PWC Norfolk's responsibility began to grow. Commander in Chief, U. S. Atlantic Command; Commander in Chief, U. S. Atlantic Fleet; the Armed Forces Staff College; and the Fort Story Army Post were added to its customer list. The public works center concept proved so successful that the Navy used PWC Norfolk as a model to establish other centers. In 1961, the Naval Air Station, Norfolk and the Naval Supply Center (now known as the Fleet and Industrial Supply Center) also became customers of PWC.

PWC Norfolk became regional when a Defense Management Review Decision (DMRD 967) in 1991 directed the consolidation of base engineering services within a 50 mile radius of a PWC. During fiscal year 1993, PWC Norfolk successfully completed its DMRD 967 assignment for the Hampton Roads area. This consolidation expanded PWC support beyond Naval Station Norfolk to include Naval Amphibious Base Little Creek (NAB Little Creek); Naval Air Station Oceana (NAS Oceana); Fleet Combat Training Center Dam Neck (FCTCLANT Dam Neck); Norfolk Naval Shipyard (NNSY), and Naval Medical Center Portsmouth (NMC Portsmouth).

PWC Norfolk expanded again in 1996 when Naval Weapons Station Yorktown (NWS Yorktown) requested the consolidation of their Public Works Department with PWC Norfolk. Also in 1996, PWC Detachment Philadelphia was transferred to PWC Norfolk from PWC San Francisco Bay. In 1997 and 1998, respectively, Naval Weapons Station Earle (NWS Earle), and Naval Inventory Control Point, Mechanicsburg (NAVICP Mechanicsburg), consolidated their Public Works Departments with PWC Norfolk Detachment, Philadelphia.

Another major change for PWC Norfolk occurred November 23, 1998, when the Commander, Navy Region Mid-Atlantic (COMNAVREG MIDLANT) established the Regional Engineer organization. This incorporated PWC Norfolk with the Staff Civil Engineer (SCE) and environmental staffs, as well as Atlantic Division, Naval Facilities Engineering Command (LANTNAVFACENGCOM) contracts offices and Resident Officer in Charge (ROICC), as the single provider for all facilities and environmental services throughout Hampton Roads. The PWC sites, including a newly established Sewells Point Site, merged with the SCE staffs and LANTDIV ROICC offices under the newly designated Public Works Officers (PWOs). PWC Norfolk's Commanding Officer now also serves as Regional Engineer, Navy Region Mid-Atlantic.

Today, PWC Norfolk is the largest of the nine Navy Public Works Centers. Major Clients include: Commander U.S. Atlantic Fleet (COMLANTFLT); COMNAVREG MIDLANT; Joint Forces Command (JFC); NMC Portsmouth; Commander, Marine Forces Atlantic (COMMARFORLANT); Atlantic Ordnance Command (AOC); NAVSTA Norfolk; NWS Yorktown; NAB Little Creek; NAS Oceana; NNSY Portsmouth; NAVICP Mechanicsburg and NSWCCD-SSES, DSCP, NWS Earle.

PWC Norfolk is headquartered in Building A-81 at 9742 Maryland Avenue on the Norfolk Naval Station, with full service PWOs at the following locations: PWO Sewells Point serves NAVSTA Norfolk, NSA Norfolk, St. Juliens Creek, NSA Northwest, Craney Island and Lafayette River Annex; PWO Oceana serves NAS Oceana, Dam Neck Annex, Naval Auxiliary Landing Field Fentress, Dare County Bombing Range; PWO Portsmouth serves NNSY, NMC Portsmouth; PWO Little Creek serves the NAB Little Creek and the Army base at Fort Story; PWO Peninsula supports NWS Yorktown, Cheatham Annex; PWO Philadelphia serves Naval Support Activity (NSA) Philadelphia and the Philadelphia Naval Business Center; PWO Earle serves NWS Earle and PWO Mechanicsburg serves NAVICP Mechanicsburg and NSA Mechanicsburg.

Public Works Center Norfolk/Regional Engineer (PWC/RE Norfolk) has a work force of 32 Civil Engineer Corps officers, 23 enlisted, and 2,850 civilian personnel. PWC/RE Norfolk's approximate business volume is \$500 million annually.

VISION, MISSION, GUIDING PRINCIPLES

From the Navy Public Works Center Strategic Business Plan.

These reflect our organization's cultural values.

Vision

We are the premier Navy Public Works Center / Regional Engineer (PWC/RE) organization comprised of highly skilled, motivated, and dedicated professionals sought for innovative, best-value solutions and services.

Mission

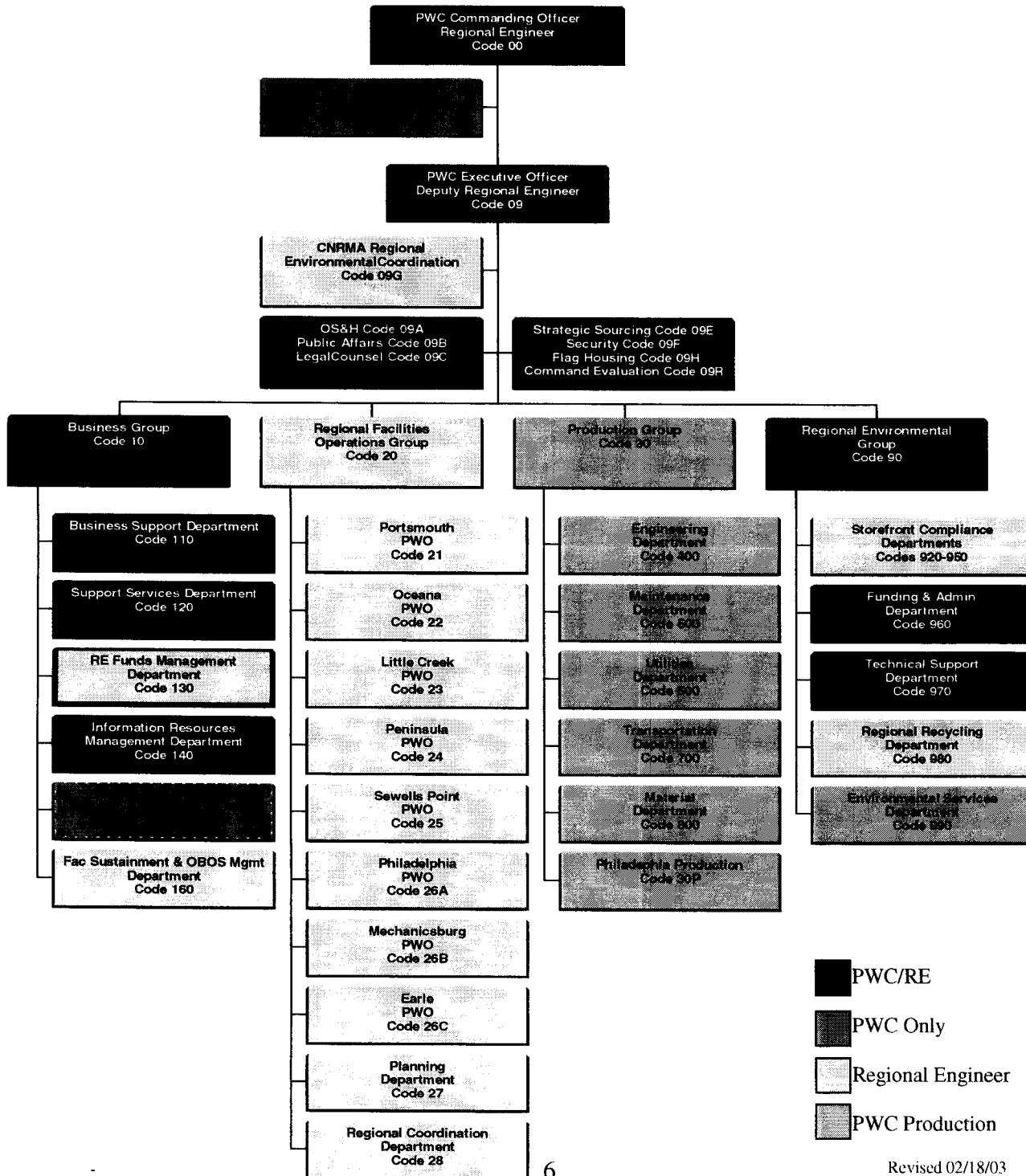
Provide best-value facilities support to our clients.

Guiding Principles

- **We uphold the Navy's core values of Honor, Courage, and Commitment. We will achieve our mission as we:**
 - **Innovate, employ technology, and seek continuous improvement.**
 - **Value, trust, and respect each other and pledge equal opportunity.**
 - **Foster the professionalism of our workforce and empower them with responsibility, authority, and accountability.**
 - **Protect the environment and manage resources wisely.**
 - **Work better, faster, cheaper, safer.**
 - **Provide rewarding challenging work in a positive environment.**

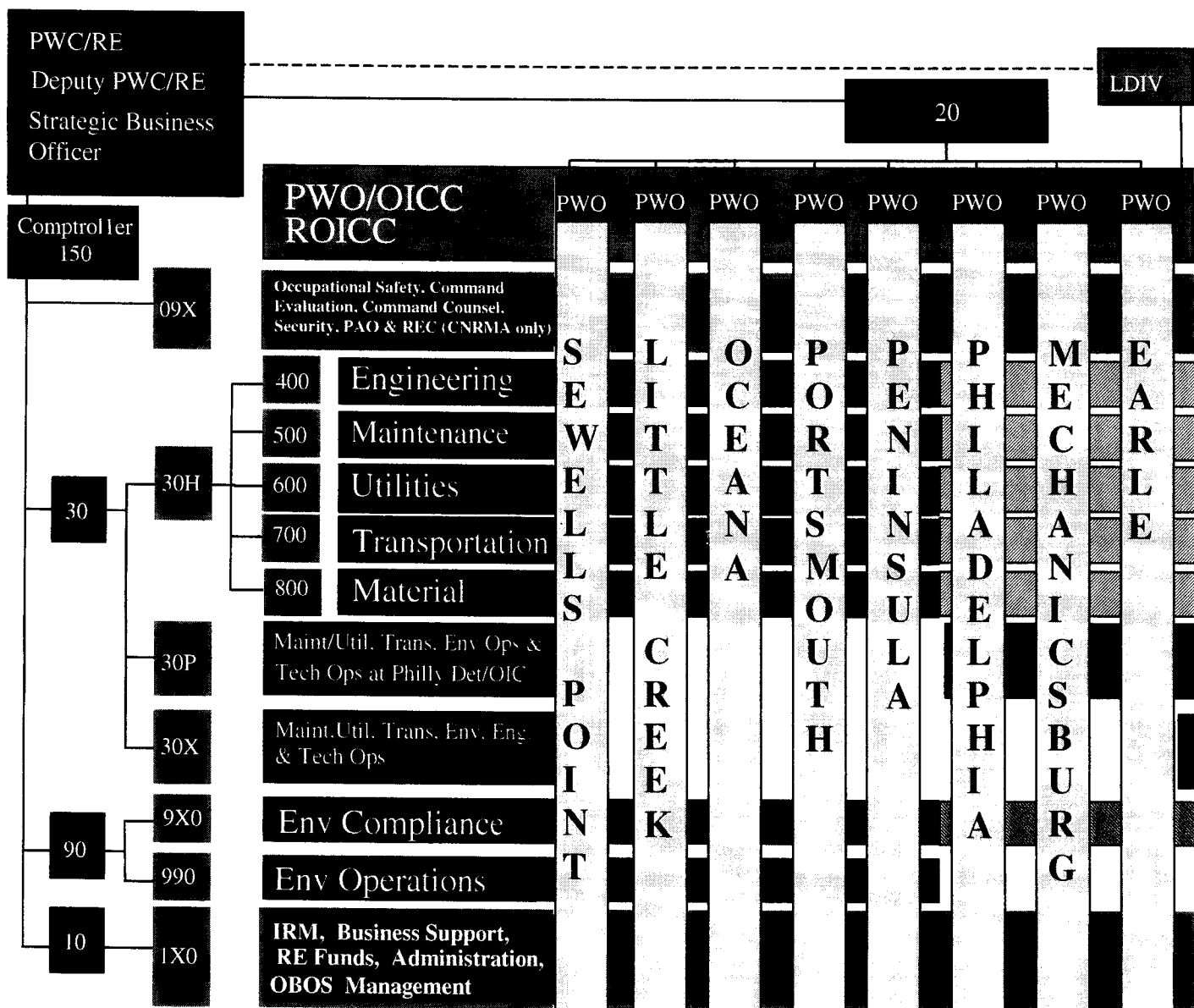
ORGANIZATION

The following organization chart represents the current PWC/RE Norfolk Organization. This is presented so that, as we discuss the various groups later in the manual, you can relate them to the rest of the organizational structure.

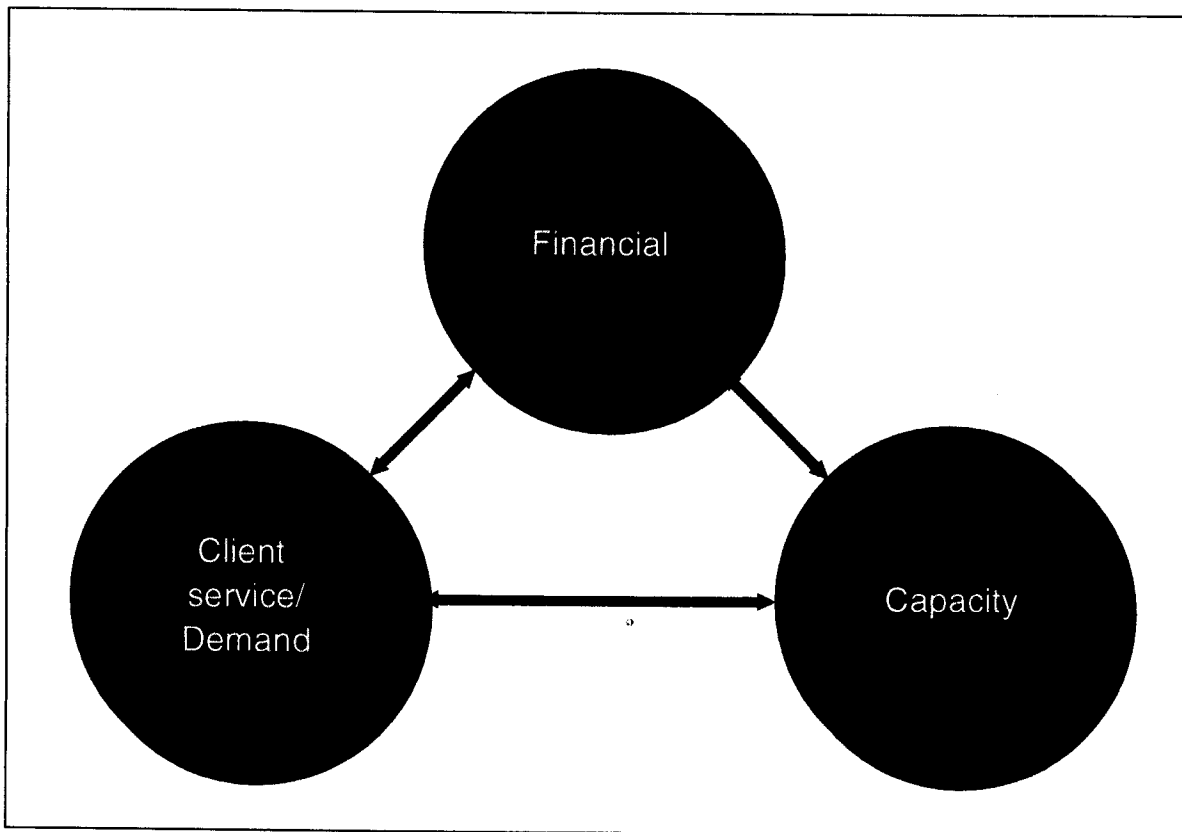


OPERATIONAL INTERACTION BETWEEN THE GROUPS

PWC/RE is a large and complex organization. As such, we interact in several different ways in order to accomplish our mission. The first model of PWC/RE interaction addresses our field operations. The Departments (Codes 400-800) provides commodity process and business line management for all Areas of Responsibilities. The use of a matrix organization is illustrated below. The matrix organization maintains the technical expertise of our various groups as well as provides PWC/RE the ability to move resources to meet unique technical or emergency demands by our clients. Additionally, we stay close to our clients meeting their needs on a daily and sometimes hourly basis.



In exercising the matrix organization concept, our department heads and PWOs must balance three important areas of performance: finance, capacity and client service/demand. This important triangle of interaction is illustrated below.



By ensuring a proper balance between these three operational considerations the matrix organization allows us to provide best value facilities support to meet our clients needs.

Beyond the field operations model, we communicate and interact in a variety of ways using several technologies: e-mail, phones, cell phones, pagers, and video conferencing. Teams are routinely formed to address special challenges, strategic actions and a host of other organizational issues. PWC/RE holds a variety of regular meetings at our sites with both staff and clients. The Executive Steering Group, which is composed of the CO, XO, Group Heads, Staff support, and PWOs, hold regular bi-weekly meetings to address and solve Command-wide challenges. Additionally, Group Heads, Department Heads, Staff Support and PWOs meet at a Regional Operations Meeting on a bi-weekly basis to address operational concerns as part of balancing the triangle of operational considerations.

DYNAMIC LEAD SHIFT

Dynamic Lead Shift is a concept of multiple leaders vice a single leader. The role of leader is dynamic in the sense that an individual's role on a team shifts from "team member" to "leader" at a predetermined time for their portion of the process. A dynamic leader provides maximum flexibility, responsiveness and effectiveness in the accomplishment of each person's specific role in a project. A dynamic leader is a member of a larger team that has responsibility and accountability for the entire process. Within the team, each member has equal status, stature and authority for their portion of the process.

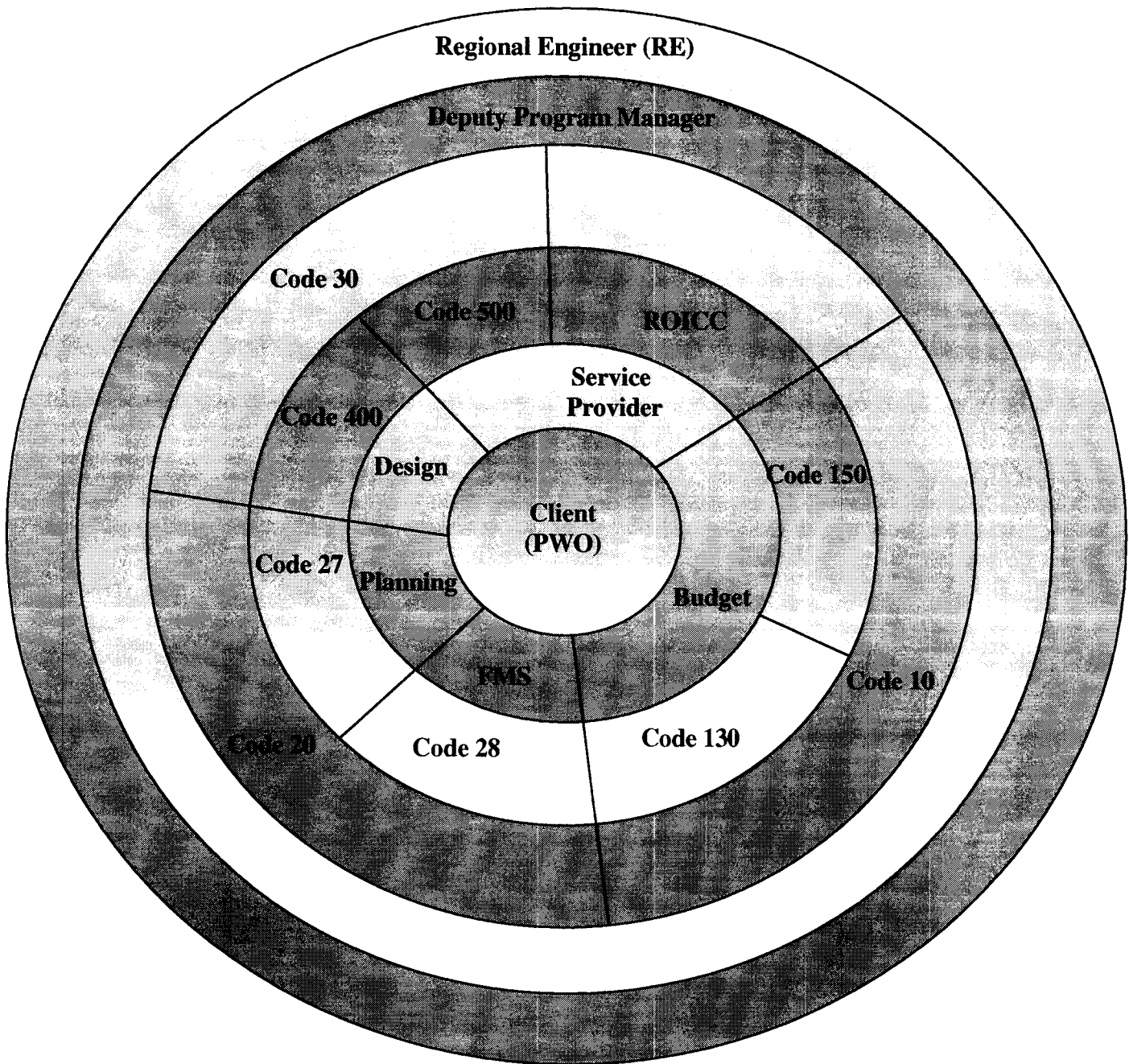
The Dynamic Lead Shift diagram, presented in the next page, illustrates the utilization of a dynamic shift SOP that maintains the client as the central focus of all operations. Each member/leader in the diagram, identified generically by code, is an "expert" for their portion of the process and is empowered to "make it happen", which results in job satisfaction and increased employee morale. Their expertise may be a result of specific technical competence or as dictated by established law or regulation. This does not mean that there is not communication between the codes, there is a great deal of communication. Each team member is accountable to his or her fellow team members, and is therefore self-policing. Each concentric circle represents new input to a project and where there is a great deal of interaction within and between each circle (code) to meet the client's needs/projects guidelines. Today's IT technology such as electronic mail, web based information, Internet access, and our financial and work management systems allow for increased team interaction without the time consuming necessity of regularly scheduled face-to-face meetings and reviews.

A Dynamic Lead Shift organization is not "leaderless" but rather consists of teams with fewer bosses and multiple leaders, each of which has something unique to contribute at a specific point in the process. This ensures the responsibility and accountability is pushed down to the lowest level possible, thereby empowering each team member, ensuring maximum job satisfaction and successful project accomplishment. As seen on the diagram, there are codes that do have oversight over certain aspects of each process. For example, Code 10 has oversight with regards to the projects budgetary concerns while Code 30 has responsibilities over Maintenance and Engineering.

The Facilities Program Manager, seen near the top of the diagram is responsible for ensuring the overall program (in this case, Facilities Program) is headed in the right direction, and is accomplishing the necessary program aspects. For example, the Facilities Program Manager is responsible for ensuring there is a Demolition, MCON, and Special Project Program within the Facilities Program, but he/she is not directly responsible for the entire process of accomplishing the efforts associated with these specific sub-programs.

The following diagram illustrates the utilization of a Dynamic Lead Shift concept.

DYNAMIC LEAD SHIFT ORGANIZATION



COMMAND STAFF FUNCTIONS

EXECUTIVE OFFICER (XO) (Code 09)

The Executive Officer (XO) assists the Commanding Officer in the accomplishment of the assigned mission of PWC/RE and assumes command in the absence of the Commanding Officer. He/She plans, directs and coordinates the activities of PWC/RE, the Regional Engineer and family housing, and ensures overall coordination of all PWC/RE functions. The XO supervises Group Heads, Command Counsel staff, Strategic Sourcing Office staff, Occupational Safety and Health staff, Public Affairs staff, Security staff, Command Evaluation staff, Regional Environmental Coordinator, Flag Quarters Regional Engineer Officer and Family Housing Department. He/she plans, develops and formulates policy for the Commanding Officer. The XO administers military personnel matters and conducts frequent inspections throughout PWC/RE facilities, in company, when practicable, with the cognizant line official and takes remedial action to correct any deficiencies noted. The XO is responsible for the discipline, welfare and privileges of PWC/RE employees, and ensures that these, and related matters are administered in a just and uniform manner.

OCCUPATIONAL SAFETY AND HEALTH OFFICE (Code 09A)

Occupational Safety and Health Office (Code 09A) is responsible for the supervision, planning, direction and administration of the PWC/RE Safety Program. The Occupational Safety and Health Office reviews, evaluates and documents plans and specifications for projects to ensure applicable NAVOSH requirements and standards have been considered and incorporated into all operations and facilities. The Occupational Safety and Health Office reviews and develops specifications for purchases of equipment and material to ensure machine guards, protective devices, NAVOSH standards, and Code of Federal Regulation requirements are considered and met.

This office conducts and documents inspections of all buildings, grounds, facilities, equipment, safety devices, and operating conditions to ensure compliance with applicable instructions, regulations, standards and directives. This office maintains records and performs follow-up inspections to ensure cited deficiencies have been corrected. Occupational Safety and Health Office manages the Deficiency Abatement Program (DAP) for correction of documented workplace hazards and assign the Risk Assessment Code (RAC) for severity and probability of hazards and establish interim controls. The Occupational Safety and Health Office maintains records for semi-annual review by the Commanding Officer for command action to be taken to correct outstanding deficiencies, provides consultative service to all activity elements and all levels of supervision on OSH principles, technical aspects and applications to employees and workplaces. It also coordinates and conducts investigation of all mishaps resulting in lost time injury and property damage.

This office analyzes reports to identify cause, determine trends and submit required mishap reports to the appropriate headquarters and investigates Employee Reports of Unsafe and Unhealthful Working Conditions (oral and written), processes all written reports providing timely replies, coordinating with the appropriate supervisor for resolution and abatement of alleged hazard. The Occupational Safety and Health Office advises employees and managers of the reporting process, appeal rights and procedures and maintains records and files of these actions.

The office personnel attends, conducts, represents and participates in activity OSH Policy Councils and Committee meetings as a functioning body in the NAVOSH Program to identify, define and assess OSH problem areas and recommend corrective action where they exist. The Occupational Safety and Health Office conducts, coordinates and provides, initial orientation, refresher update of OSH Training and educational programs to Top Management, Supervisory Personnel, Employee Representatives and Non-supervisory Personnel.

The Occupational Safety and Health Office provides the guidance and assistance to supervisors on training requirements to employees to ensure mandatory safety subjects, policies, concepts and procedures are met. The office determines required Personal Protective Equipment (PPE) for workplaces, and establish appropriate equipment program for approval and procurement to ensure PPE meets NAVOSH and OSH standards. This includes sight and hearing conservation program management. Coordinate OSH aspects of the hazardous material control and management program, and assure Material Safety Data Sheets (MSDS) is acquired for all hazardous material used at the activity. The office assures HAZCOM Training is provided to all personnel, and further training for personnel occupationally exposed to HAZ-MAT. The office manages and administers the Back Injury Prevention Program, provides BIP training for personnel at high risk for back injury, and all other personnel in lifting techniques, back injury prevention and life style modification.

The Occupational Safety and Health Office coordinates, manages and monitors the medical surveillance program with the supporting Naval Medical Facility. It maintains files of medical monitoring, provides sampling results to employees monitored. The office administers to and manages the confined Space Entry Program (Gas Free Engineering) to ensure that confined spaces are identified, tested and certified, where required. It maintains records of tests and daily calibration of equipment before and after use, and ensures an adequate number of persons are trained and certified to perform tests.

The Occupational Safety and Health Office manages and coordinates the Asbestos Control Program to assure compliance of procedures; use of PPE and engineering controls; and ensures asbestos samples are identified and fibers counted by using positive phase contrast microscopy and polarized light microscopy for fiber identification. It ensures clearance samples are collected and analyzed to assure workplaces are properly cleared prior to reentry of personnel and administers and manages the Respiratory Protection Program. This office establishes procedures in compliance with standards for selection, care, issue and use of respiratory protection equipment and provides training to all employees required to

use respirators. The office also ensures employees are evaluated and medically qualified to wear a respirator prior to qualitative or quantitative testing.

The Occupational Safety and Health Office provides refresher training in accordance with requirements of the medical surveillance program and provides policy and procedures for control substitution and elimination of lead, to reduce or eliminate exposure, and ensure lead records are preserved. It also provides training to all personnel who work in areas where the potential for lead exposure exists and refresher training annually thereafter.

The office administers the Safety Awards Program by encouraging civilian and military personnel to apply safe work practices in all phases of work operations. A statistical score sheet maintained by the OSH Office of each work center, determines the winner. It establishes, coordinates, and provides the NAVOSH requirements for applicable program elements in OPNAVINST 5100.23C, Codes of Federal Regulations, ANSI Standards, NIOSH regulations etc., to meet mission requirements for each individual public work site. This office provides the assigned safety specialist for each public works site, to ensure program elements are fully implemented and enforced, and to assist site managers. The Occupational Safety and Health Office also coordinates the assignment of the cognizant Industrial Hygiene Branch with BUMED, PNH to provide annual industrial hygiene surveys and workplace monitoring for the different public work sites. It conducts ergonomic surveys for behavior modification and job hazards analysis of employees in high-risk jobs for prevention of injuries and occupational illnesses.

PUBLIC AFFAIRS OFFICE (Code 09B)

The Public Affairs Office (PAO) (Code 09B) is the centralized point of contact for all media and related information queries for PWC/RE. This office maintains liaison with COMNAVREG MIDLANT PAO; civilian public information media; releasing complete, timely and accurate information to news media. The PAO represents the command as the public affairs spokesperson in liaison with the media, private organizations and industry, other government agencies and area Navy commands. It coordinates and provides final command clearance on material such as technical papers, articles, presentations and speeches before their release to the public. The PAO also maintains and updates the PWC/RE Home Page on the World Wide Web and approves release of all information in accordance with the Department of Navy Policy for content of publicly accessible World Wide Web sites. This office provides photographic and video needs of PWC/RE, coordinates COMNAVREG MIDLANT PAO clearance of photographic projects and produces the official command publication, The Center Post. The PAO produces and updates the official command brief video and manages the PWC/RE Employee Hall of Fame Program.

LEGAL COUNSEL (Code 09C)

Legal Counsel (Code 09C) serves as the principal advisor to the Command for legal advice and services relating to acquisition, civilian personnel issues, environmental matters, management and disposal of real property, architectural-engineering, construction and utility procurements, and certain maintenance and operations at naval facilities in the Norfolk area.

Legal Counsel serves as a member of the Office of Counsel, LANTNAVFACENGCOM, which is a component of the Office of Counsel, Naval Facilities Engineering Command (NAVFACENGCOM), and the Office of General Counsel of the Navy.

Counsel is also responsible for the designated standards of conduct/ethics.

Reviews contract matters for legal sufficiency and form contracts for construction, utilities, transportation, architect-engineering services, maintenance and related matters; advises on and interprets procurements laws; reviews and advises on award questions, changes, modifications and supplemental agreements; reviews bids, performance and payment bonds; advises on tax questions.

Participates in settlement, prosecution, and defense of claims in construction and real estate transactions and in tort and admiralty.

Assists the Command in negotiating utility contracts, tariff modifications, and in handling claims.

Advises on federal, state, and local laws on air and water pollution, land use, pesticides, noise, solid waste, hazardous waste, toxic substances, endangered species, and historical and cultural resources; assists in preparing reports and applications; represents the Command in negotiations and proceedings with state and local agency staffs and administrative boards.

Prepares pleadings, briefs and affidavits, for presenting the Command position to local administrative bodies, including, but not limited to, Armed Services Board of Contract Appeals, Merit Systems Protection Board; prepares and transmits litigation reports and otherwise acts as liaison with the Department of Justice in court cases; represents the Navy in ASBCA appeals.

Counsel defines legal issues, reviews outgoing Command correspondence for legal sufficiency (i.e., Congressional inquiry responses), performs necessary legal research and provides required advice/counsel to Command clients.

Counsel must resolve problems with good judgement and insight to deal appropriately with transactions involving millions of dollars and related to sensitive federal and local financial, political and governmental issues.

STRATEGIC SOURCING OFFICE (Code 09E)

The Strategic Sourcing Office (SSO) (Code 09E) controls, coordinates, supervises and directs the activities of Commercial Activities (CA), privatization, Functionality Assessments (FA), Business Process Review (BPR) studies, and Continuous Competition (CC) programs. This office implements the policies and directives issued by the PWC/RE Commanding Officer and other appropriate authorities applicable to the conduct of PWC/RE business for which the Strategic Sourcing Office has assigned responsibility. It ensures that the SSO complies with regulations governing budget, accounting, and expenditure of public money and material.

The SSO ensures that all products and services provided by SSO and CA/CC teams are the best value for the Navy. This office serves as the point of accountability for all issues related to CA, CC, BPR, and privatization. It directs the CA/CC staff and provide overall strategic guidance to members of the various CA or CC teams and serve as a member of the Command Executive Steering Group. This office maintains liaison with 3SO and OPNAV N465 and NAVFACHQ and advises departments on rules/regulations of A-76 Commercial Activities, monitors all phases of CA such as announcements, formulation, award and post MEO review. The SSO reviews monthly Quality Control and Quality Assurance reports for functions retained in-house and review costs and approve all modifications to CA functions retained in-house.

SECURITY OFFICE (Code 09F)

The Security Office (Code 09F) serves as the Commanding Officer's advisor and direct representative in matters pertaining to the security of classified information, personnel security, and physical security/force protection and develops written PWC/RE information, personnel and physical security/force protection procedures. The Security Office formulates and coordinates the security education program for PWC/RE.

The Security Office develops and maintains personnel identifications and access control system and ensures that threats to security, compromises and other security violations are reported, recorded and, when necessary, investigated vigorously. This office ensures that incidents falling under the investigative jurisdiction of Naval Criminal Investigative Service (NCIS) are immediately referred to the servicing NIS office.

The Security Office administers PWC/RE's program for classification, declassification and downgrading of classified information and coordinates the preparation of classification guides within PWC/RE. This office ensures that personnel who are to

handle classified information or are to be assigned to sensitive duties are appropriately cleared and that requests for personnel security investigations are properly prepared, submitted, monitored and recorded. This office maintains liaison with the Commander, Atlantic Fleet (COMLANTFLT) Special Security Officer concerning investigations, access to Sensitive Compartmented Information (SCI), continuous evaluation of eligibility, and changes to information and personnel security policies and procedures.

The Security Office maintains liaison with various federal and local law enforcement agencies including, but not limited to, NIS, Federal Bureau of Investigation (FBI), Chief of Naval Operations, Office of Personnel Management (OPM), DON Central Adjudication Facility pertaining to the establishment, revision, interpretation and application of regulations, policies and procedures affecting PWC/RE Security Program and administers the Convention Ordnance Program as the Security Representative ensuring security requirements of OPNAVINST 5510.162 are fulfilled. This office sets up and enforces policy as required by SECNAVINST 5510.36 and OPNAVINST 5530.14 and maintains progressive programs designed to protect PWC/RE personnel, property, and material against theft, crime, sabotage, espionage, subversive activities and malicious destruction.

COMNAVREG MIDLANT REGIONAL ENVIRONMENTAL COORDINATION **OFFICE PWC/RE (CODE 09G)**

Navy Regional Environmental Coordinator (Code 09G) is responsible for EPA Region III. This office serves as the senior Navy officer in EPA Region III to coordinate environmental matters and public affairs; ensures consistent regional Navy activity positions, agreements, permit conditions and responses to regulatory agencies; coordinates regional environmental public affairs and community relations with respect to environmental matters of regional scope; serve as the primary Navy interface with regional Federal, State and local regulatory agencies; coordinates the exchange of environmental information among regional Navy activities; holds regional Navy command meetings and/or conferences on environmental compliance issues; monitors environmental compliance at regional Navy and DOD activities for negative/positive trends and opportunities for improvement through information exchange; develops regional plans of action for specific environmental initiatives; coordinates regional training initiatives among Navy activities and with other Federal, State and local regulatory agencies; provides support assistance to facilities dealing with regulatory agencies as requested; facilitates partnerships between DOD installations or activities, federal, state and local agencies and private entities to promote information exchange and cooperative problem solving; acts as liaison between visiting foreign warships, environmental regulatory personnel, and port services on environmental requirements during ship visits; reviews, monitor and evaluate proposed state environmental legislation and regulations for potential impact on Navy and DOD operations; keeps appropriate Navy informed on the status of relevant State proposed legislation or regulations; ensures that agreed upon Navy or DOD positions and concerns are articulated to State lawmakers and Federal, State and local regulatory officials within

their region by appropriate Navy or DOD officials; maintains knowledge of all NEPA actions within the region and provide a quarterly status reports to COMLANTFLT as Area Environmental Coordinator; prepares briefing to COMLANTFLT as Area Environmental Coordinator on all National Environmental Protection Act (NEPA) actions where there is a potential for significant controversy or impact to Fleet operations; reviews NEPA documentation for regional issues and ensure consistency with regional policies; coordinates with responsible commands, activities or installations to ensure environmental protection for and during Navy training exercises; and ensures that affected parties are notified of specific impending NEPA actions. EFDs also support Regional Environmental coordination.

Navy Executive Agent responsibilities for DOD environmental coordination for EPA Region III include: monitoring and coordinating the consistent interpretation and application of DOD environmental policies within the region in consultation with the COMLANTFLT, as Executive Agent, and affected Component RECs; forwarding issues to COMLANTFLT, as Executive Agent, where there is disagreement among the Components; establishing and maintaining a list of Component RECs and regional, State and local environmental regulatory agency points of contact; monitoring regional, state and local legislative, regulatory and enforcement activities and inform Component RECs of developments and lessons learned; articulating DOD positions on proposed regional, state and local legislation and regulations to regional, state and local authorities, after coordination with the Component RECs and, where necessary, COMLANTFLT; conducting regional meetings, as necessary, with the DOD Components and regulators; monitoring and coordinating training activities among components; and providing semi-annual executive summaries of regional coordination activities, success stories, and issues to COMLANTFLT, after coordination with the Component RECs.

The Navy Regional Environmental Coordinator serves as DOD Chesapeake Bay Coordinator. These responsibilities include: representing Navy and DOD at annual Chesapeake Bay Program Executive Council meetings, at monthly Chesapeake Bay Commission Federal Agency Committee (FAC) and Chesapeake Bay Program (CBP) Federal Agencies and Implementation Committee (IC) meetings and various local, state and federal meetings relating to Bay program goals and initiatives; identifying trends and coordinating multi-service efforts to achieve consistency and efficiency in execution of CBP commitments; participating in development and staffing of new initiatives; serving as Chair an inter-service Quality Management Board to coordinate field participation and implement the Chesapeake 2000 Bay Agreement initiatives to the maximum extent feasible; tracking progress and report via CNO to ODUSD (ES) and EPA, as required; ensuring the consistent application and implementation of all related program goals, initiatives and directives throughout the DOD services; compiling, maintaining and promulgating all applicable program goals and requirements and coordinate with the Federal Agencies' Committee (FAC) to determine appropriate DOD roles and responsibilities (consistent with mission and budget), planning and implementing appropriate inter-service projects and monitoring and reporting progress towards meeting all established compliance deadlines; tracking proposed CBP initiatives and legislation,

analyze potential impacts to mission and budget and disseminate information to all services; and maintaining our overall established leadership role in the program.

FLAG HOUSING OFFICER (Code 09H)

The Flag Housing Officer (**Code 09H**) manages Flag and General Officer Family Housing, as well as O-6 single family home Family Housing, for the Commander, Navy Mid-Atlantic Region. This includes regional responsibility for:

- a. Budget and cost accounting,
- b. Short-and long-range planning,
- c. Maintenance, repair and construction/improvements,
- d. Managing the Flag and General Officer waiting list, and
- e. Resident check-in/check-out, resident

COMMAND EVALUATION OFFICE (Code 09R)

The Command Evaluation Office (**Code 09R**) provides the command with an independent appraisal capacity to analyze command functions for efficiency, integrity and compliance with applicable directives. This office conducts reviews of areas required by higher authority such as the Imprest Fund and Timekeeping and Civilian Payroll and coordinates the Management Control program. This office coordinates the Command's Fraud, Waste and Abuse Hotline and acts as liaison for external auditors/review teams. It maintains follow-up systems to monitor implementation status of recommendations made by Command Evaluation reviews and external audit/review/inspection teams.

GROUP HEAD OVERVIEW

BUSINESS GROUP (Code 10)

The Group Head of the Business Group serves as the Regional Strategic Business Officer for the Commanding Officer/Regional Engineer. He/she is responsible for the business operations for the command, and is the chief civilian advisor for the Commanding Officer/Regional Engineer on business planning matters under the control of PWC/RE. This group head controls, coordinates, supervises and directs the activities of several departments: Business Support Management, Support Services, Regional Engineer Funds Management, Information Resources, and Facility Sustainment & OBOS Management, as well as providing operational support to the Comptroller Dept.

The Business Group initiates, prepares, monitors and administers the business management policies and procedures of PWC/RE Norfolk within the broad confines of

the PWC Corporate Business Plan and the provisions and requirements of the activity under the Navy Working Capital Fund. Group personnel develop and implement new and advanced business operation techniques and methods, and information technology for the Command. They manage the Regional Engineer's OM&N budget, including SRM & OBOS, Specific and Special Project execution, the commands NWCF budget, including CPP and MMRP program management, the commands information and resource management programs, and the commands administrative requirements.

PWC/RE PROJECT MANAGEMENT

The PWC/RE Project Manager (Code 10A1) is responsible for planning, programming and executing the PWC NWCF Capital Investment Program, including major maintenance (commodity specific for Maintenance and Transportation) projects, and major maintenance (overhead) projects. The PWC/RE Project Manager reviews activity submissions to ensure inclusion of sound engineering principles and techniques, works with the PWC Comptroller to establish priorities, and ensures the project is accomplished in accordance with its execution plan.

The PWC/RE Project Manager also performs duties as the Project Manager for the Regional Engineer Specific IPL's, which includes Specifics, BQ Specifics, and CT Specifics, and Special Project IPL's, which includes Special Projects, BQ Special Projects, and CT Special Projects. The Project Manager works with Code 20, Code 400, LANTDIV, ROICC's, PWO's, Code 130, COMLANTFLT, and Regional Comptroller to ensure projects are designed and executed according to schedule, and within financial controls provided. Additionally, the Project Manager works with Code 20 and CLF to ensure year-end projects are ready for execution, and ensures 100% execution of the Special Project and Specific Project Programs. Project execution status updates are maintained in MAXIMO for the command. Codes 10A1, 20, and 400 all maintain their portion of the project data.

BUSINESS SUPPORT

The Business Support Department (Code 110) reviews and evaluates work methods, work assignments, and staffing of PWC/RE and initiates actions that will reduce costs and/or increase productivity, including material stocking points and credit card review. The Business Support Department assists other departments and groups on PWC/RE position management matters, such as functional statements, position descriptions, and organizational charts. This department coordinates all business related training that impacts multiple PWC/RE departments including Community Management Plans, Command Supervisory Training, Trades Training, and the Leadership Development Program. The department evaluates and performs in-depth analysis of NAVFAC client surveys and NAVFAC associates surveys.

The Business Support Department performs statistical analysis on command performance indicators to determine trends and predict future requirements or process changes. This department plans, implements, executes and coordinates, with the PWC/RE Organization, new and improved tools, equipment, material and methods to improve productivity. The department identifies business processes that can utilize MAXIMO to reduce redundancy and maximize information warehousing. The Business Support Department develops and implements standards for MAXIMO between sites, departments, and groups. In addition, this department assists NAVFAC, PWFSO and other PWC's in developing Navy wide standards for MAXIMO.

SUPPORT SERVICES

The Support Services Department (**Code 120**) provides administrative policy and office services to PWC/RE departments, as required. This department processes classified and unclassified correspondence and maintains central files for incoming and/or outgoing mail and directives. Administrative staff serves as PWC/RE's cash collection agent, receiving and depositing cash from private parties, Navy-sponsored activities and civilian personnel of PWC/RE. The Support Services Department prepares and maintains travel orders and files for PWC/RE personnel in connection with Government business, including obtaining passports as required. This department provides PWC/RE messenger and advisory services; administers the directives system, the forms, reports, records management and office furniture equipment programs. The department manages and coordinates publications, printing and reprographics programs for PWC/RE, including liaison with the Navy Publication and Printing Service Detachment Office. Administrative staff manages record maintenance and disposal programs and maintains and operates central office supply room. The Support Services Department also reviews and approves or disapproves procurement requests for publications, subscriptions, office equipment and furniture.

REGIONAL ENGINEER FUNDS MANAGEMENT

The Regional Engineering Funds Management Department (**Code 130**) is responsible for the development, administration and tracking of a comprehensive financial management program encompassing the budgeting, tracking and issuing of Operations and Maintenance, Navy (O&MN) funds, as required by the Regional Engineer staff under current versions of FMR NAVCOMPT Manuals and other applicable directives. This department incorporates facilities maintenance action plans, Special Projects and Specifics into the overall Regional Engineer financial plan for each fiscal year, secure program O&MN funding (i.e. Sustainment, Restoration, and Modernization (SRM), Environmental, etc.), and ensures execution of the entire Regional Engineer O&MN budget.

The Regional Engineering Funds Management Department serves as primary POC for all O&MN funding issues for facilities programs. This includes Special Projects, Specifics, Recurring, Other Base Operations (OBOS), and year-end funding coordination/strategy with COMNAVREG MIDLANT and COMLANTFLT N46. This department develops spend plans for each site and tracks execution according to funding documents issued by COMNAVREG MIDLANT Regional Comptroller Organization (RCO). The department represents RE in matters related to O&MN funding and execution.

The Regional Engineering Funds Management Department ensures compliance with regulations governing the budget, accounting and expenditure of O&MN public money for which the department has responsibility. This department participates in O&MN financial management development, evaluation, and auditing programs. The department provides RE input for both the O&MN NAVCOMPT budget and POM submissions to the COMNAVREG MIDLANT staff, for rollup and submission to COMLANTFLT.

INFORMATION RESOURCES MANAGEMENT

The Information Resources Management Department (**Code 140**) directs and provides guidance on information technology projects and policy development such as the development of short and long term strategic plans which includes business case analysis and forecasts. The Information Resources Management Department is responsible for developing cost-effective information technology methods to support business and operational functions of the PWC/RE.

This department is responsible for developing and implementing an Information Assurance program that ensures appropriate level of controls and procedures are in place to monitor life cycle management phases of information and infrastructure security. This department manages the telecommunications (telephone, pages, cellular, radio, data lines and circuits) requirements and telecommunication contract administration for the PWC/RE.

The Information Resources Management Dept is responsible for the network design, implementation and maintenance of PWC/RE legacy infrastructure that supports informational and industrial requirements. The Information Resources Management Department manages a centralized Information Technology Customer Support Desk that provides information technology support for PWC/RE local and corporate legacy applications. It also manages an information technology asset management program and provides Activity Contractor Technical Representative Oversight for all Navy Marine Corps Intranet services for the PWC/RE. The Information Resources Department is also responsible for configuration, database administration, system administration, web development, application development, performance and capacity planning management for legacy applications. It works with the Public Works Field Support Office on configuration management and provides an Integrated Process Team representative for corporate applications design, development and enhancements.

The Information Resources Management Department provides Geographical Information System (GIS) support to the PWC/RE by functioning as the coordinator, integrator and provider of all geographic data and its associated attributes for the Mid-Atlantic Region. This department manages the information availability, accessibility and dissemination of geographical information to local decision makers, and other Navy systems requiring this type of data. It also manages and coordinates regional geographic and asset information efforts, represents the Regional Engineer in Navy-wide GIS initiatives, and develops/ maintains base map for COMNAVREG MIDLANT and COMLANTFLT. Also provides map products to the Regional Engineer and his customers, establishes regional GIS standards, and provides access to current facility drawings and documents through the GIS.

COMPTROLLER

The Comptroller Department (**Code 150**) is responsible for formulating PWCs investment strategy and funding for both equipment and facilities. This department serves as the principal planner for PWCs industrial complex and prepares comprehensive budget plans for repairs and replacement of facilities. The Comptroller Department personnel chair PWC Budget Hearings and Capital Investment Board. This department is responsible for ensuring PWC is in compliance with regulations governing the budget, receipt, accounting, and expenditure of public money and materials, approved organizational procedures and improved management techniques, productivity and performance standards, and Navy purchase card program management and oversight. The Comptroller Department Head answers directly to PWCs Commanding Officer and has coordination responsibility with the Business Office.

The Comptroller Department is responsible for the budgeting, tracking and issuing of Navy Working Capital Funds (NWCF) as required by current versions of FMR NAVCOMPT Manuals and other applicable directives.

FACILITY SUSTAINMENT AND OBOS MANAGEMENT

The Facility Sustainment and OBOS Management Department (**Code 160**) serves as the Regional Engineer Program manager for CNO Facilities IPT development. This department establishes criteria for execution of PM, Recurring, and E/U/S. The Facility Sustainment and OBOS Management Department analyzes regional levels of service in support of the Regional Engineer facilities requirements, and makes recommendations for contract service levels in the region. The Facility Sustainment and OBOS Management Department establishes, manages, and tracks responsibility for funding of Class III and IV equipment, and related items, such as, compressors, emergency generators, 400HZ converters, etc. This department manages databases of Maintenance UIC responsibility and OBOS responsibility in the Navy Facilities Assets Database (NFADB), and ensures consistent charging of Sustainment and OBOS costs to appropriate customers.

The Facility Sustainment and OBOS Management Department reviews all COMNAVREG MIDLANT service contracts and Type II Construction contracts and options. This department identifies the type of contracts required, and estimates bid quantities. The department also establishes, manages, and maintains criteria for COMNAVREG MIDLANT transportation requirements; makes recommendations for vehicle assignments, and maintains a list of unfunded vehicles as part of a plan for replacement of COMNAVREG MIDLANT owned transportation assets.

The Facility Sustainment and OBOS Management Department ensures utility billing is consistent with all COMNAVREG MIDLANT regional agreements and assesses impacts of potential utility system changes on COMNAVREG MIDLANT utility and sustainment costs. This department establishes and monitors facility service contract levels of service for janitorial, grounds, refuse, and pest control, which are consistent with CNO guidelines, and identifies impacts for COMNAVREG MIDLANT activities. The department identifies levels of contract inspection and ensures adequate funding is planned and programmed. The Facility Sustainment and OBOS Management Department represents RE in matters related to O&MN Facility Sustainment/OBOS Management.

REGIONAL FACILITIES OPERATIONS GROUP (Code 20)

The Regional Facilities Operations Officer (RFOO)/ Deputy Program Manager for Facilities (**Code 20**) supervises and provides guidance, oversight, and support to the PWO Departments (Portsmouth, Oceana, Little Creek, Yorktown, Sewells Point, Philadelphia, Mechanicsburg, PA, and Earle, NJ); a Planning Department; a Regional Coordination Department; and an Administrative/ Action Officer Staff.

The Regional Facilities Operations Group provides planning, programming, and facilities management for all COMNAVREG MIDLANT activities, and facility support for all other activities. This department integrates regional requirements and priorities, balancing functional, state/local, and site-specific requirements and available resources to develop consolidated regional plans. The Regional Facilities Operations Group provides COMNAVREG MIDLANT, through the RE, proposed facilities regional vision and execution plans for consideration and approval, and tracks facilities statistics and trends through the use of Automated Facilities Management tools. Through the PWOs, the RFOO ensures that each site is in compliance with RE guidance and applicable regulations.

PUBLIC WORKS OFFICER DEPARTMENTS AT EACH SITE

The Public Works Officers (PWO) (**Codes 21, 22, 23, 24, 25, 26A, 26B and 26C**) serve as the RE's single point of contact and delegated Regional Engineer store front for each site. This encompasses the full operation, maintenance & repair, design, services, and construction of all public works to applicable client standards. The PWOs serve as

the primary advisor to the Installation Commander (IC), Program Manager (PM) storefronts, and all tenant commands located within the IC's Area of Responsibility (AOR) regarding facilities engineering and public works support. Additionally, the PWO serves ADDU to LANTNAVFACENGCOM as Officer in Charge of Construction, and has specific Construction Battalion Unit (CBU) coordination and oversight responsibilities.

OPERATIONS

The PWO directs the activities of the site's Facilities Maintenance Specialists (FMS), and as OICC, oversees the Resident Officer in Charge of Construction (ROICC). Additionally, the PWO represents the RE within his/her site AOR for the various PWC/RE storefronts (Maintenance, Utilities, Transportation, Environmental, and Engineering) to the PWC clients he/she serves. He/she is the "focal point" by which the facilities execution machine will direct support efforts. The PWO's at over the horizon sites, such as Philadelphia, Mechanicsburg and Earle, have direct supervisory responsibilities over the PWC site managers and as such, the PWO's sign the site manager's performance appraisal as the rater and the Deputy 30P/X signs as the reviewer. At Fleet Concentration Areas, such as Hampton Roads, the PWO's receive direct support from the Production Group.

The PWO ensures that the site is in compliance with RE guidance and applicable regulations governing budget, accounting, and expenditure of public money and material for which he/she is responsible. PWOs have responsibility to ensure the facility service providers (ROICC, Maintenance, Transportation, etc.) provide products and services to all users which are responsive, cost effective, high quality, and accomplished within NAVFACENGCOM performance criteria. The PWO reviews metrics on a periodic basis to ensure they receive those quality products and services, and that Regional "levels of service" standards are being met.

CUSTOMER SUPPORT

The PWO serves as the "customer representative" for the site, acting as the critical "linkage" between the RE/PWC service providers and the customers. PWOs advise the RE on matters affecting customer relations and items of Installation Commander and PM interest. In this fashion, the PWOs role is one of an "agent of influence," coordinating the support across the PWC/RE organization, and LANTNAVFACENGCOM, to resolve issues affecting project and operating services support. The success of PWC in meeting the needs of the IC will depend on the ability of the PWO to accurately establish the requirement, and to effectively influence the processes by which the service providers execute their responsibilities. The PWO, and site staff, advise customers of the status of work and conduct periodic briefings concerning facilities projects.

FINANCE

The PWO and staff execute their O&MN site budget for Regional Engineer operations, coordinates with Deputy Facilities Program Manager (Code 20D) to maintain a NWCF site overhead budget, and provides guidance on procurement and expenditures. The PWO/staff interfaces with customers, Regional Engineer Funds Management staff, PWC Production Department staff, PWC Comptroller, Regional Engineer Facilities Sustainment and OBOS Department, and others as necessary on a routine basis. They participate in NAVFACENGCOM financial management development, evaluation, and auditing programs to the extent that such participation, is requested, and assist and advise cost center managers in the preparation of budgets for their organizational components. The PWO submits input to Code 20D for the site overhead budget, analyzes project estimates, and recommends appropriate action and implementation.

OTHER

PWO staff serves as the specialty manager for PM facilities support, including services affecting PM operations, even though they may lie outside the IC AOR. The PWO also serves as the RE's expert regarding PM support facilities, including maintenance & repair, construction programs; management of the site approval process within the site AOR, and related land use programming throughout the region for the PM. PWO's will direct the station Self-help Program in accordance with regional guidance. PWOs may have direct supervision over the IC's First Lieutenant's Division as the military department head, and manage the Sub-Area Commander's local disaster preparedness program. They serve as the site's Facility Incident Commander and Disaster Preparedness Officer during emergency operations. PWOs oversee the CBUs for the execution of OIC discretionary projects, and for disaster preparation and recovery.

The PWO's at over the horizon sites, such as Philadelphia, Mechanicsburg and Earle direct Environmental Compliance Functions in their AOR. Overall, Environmental Program Management for COMNAVREG MIDLANT will be provided by the Regional Environmental Group (Code 90). PWOs in Navy areas of concentration receive Regional Environmental direct support from Code 90.

PLANNING DEPARTMENT

The Planning Department (Code 27) is responsible for the management of long-term site plans, 3-year Maintenance Action Plans (MAP), Special and MCON IPL coordination, Annual Inspection Summaries (AIS), Installation Readiness Reporting System (IRRS), etc.

The Planning Department directs Installation Planning teams to coordinate all long-term COMNAVREG MIDLANT facilities requirements. This department is responsible for life-cycle management planning of regional facilities.

The Planning Department directs the installation level site requirements analysis, prepares site approvals for requests consistent with established Regional Plans, participates in space and land management planning. This department coordinates project documentation development, by installation. In addition, storefront personnel in this department are administratively/operationally controlled by the Planning Department, and are assigned additional duty to the site PWO for coordination and support/resolution of the PWO's specific needs.

REGIONAL COORDINATION AND PROGRAMMING DEPARTMENT

Regional Coordination and Programming Department (Code 28) balances competing PM mission requirements against available resources, and develops Regional Integrated Priority Lists (IPLs) for major facilities programs. Their approved plans are then forwarded to the Commander U.S. Atlantic Fleet (COMLANTFLT) via Financial Management and the RE for programming, requiring continued Functional Planning Department support (defending our region projects) throughout the final programming cycle.

PROGRAM MANAGEMENT

Program Management provides integrated and prioritized Regional IPL(s), by funding category (Special Project, Specific Project, Military Construction (MILCON), Naval Construction Force (NCF), Demolition (DEMO), Non Appropriated Fund (NAF), and Mobility Enhancement (MEF), etc.). Program Management ensures plans are developed and executed in a manner consistent with long-term planning, Navy requirements, and the RE guidelines. Program Management leads the development of Regional Shore Infrastructure Plans (RSIPs), Regional Space and Land Management Plans and resolves site approval issues for new mission requirements or unique situations falling outside of existing plans. Additionally, Program Management develops functional and/or program specific briefs by consolidating data from multiple IPL's and through management of various electronic tools/applications.

REAL PROPERTY MANAGEMENT

Real Property Management serves as liaison with state and local government bodies to ensure mandated consultation and notice requirements are met. Real Property Management serves on advisory boards and technical review committees and review Real Estate Instruments for the Mid-Atlantic Region and provides recommendations for land acquisition, disposal, issuance of easements, and leases. Real Property Management provides oversight and management of the Navy Facilities Assets Database (NFADB).

PRODUCTION GROUP (Code 30)

The Production Officer controls, coordinates, supervises and directs the activities in Hampton Roads and Philadelphia. Work execution managed by this group includes Regional Production Management, Engineering, Utilities, Maintenance, Transportation, Material and Philadelphia Production. Environmental Services are also provided at over-the-horizon sites. The Production Group ensures that the products and services provided to all users are responsive, cost effective, of high quality, and accomplished within NAVFACENGCOM performance criteria. Each of the Departments (Code 400-800) provides commodity process and business line management responsibilities for all Areas of Responsibility (AORs). The Production Group evaluates the work methods, work assignments, and staffing of the site divisions; initiates actions that will reduce costs and/or increase productivity; and initiates and recommends feasibility studies and project submissions for new site construction, maintenance, and major repair projects in support of his/her commodities. The Production Group has support responsibilities at over-the-horizon sites to include signing the Site Manager's performance appraisal as reviewer, managing workload/NWCF budget/FTE staffing and SOP's.

The Production Group serves as liaison between PWC/RE and LANTNAVFACENGCOM on maintenance management and engineering service matters and serves as PWC/RE's Energy Conservation Officer, Disaster Preparedness Officer, Hurricane Tracking Officer, and Duty Officer. The group's staff performs engineering analyses and studies of special projects. The Production Group coordinates program efforts with other facility management activities, monitors and provides solutions due to new developments in programs and policies in technology, resources and personnel changes. This group also sets and monitors quality and quantity standards and develops procedures to enhance communication and improve customer service.

ENGINEERING

The Engineering Department (Code 400) provides a variety of facilities engineering services to its clients. They serve as the principle professional and technical consultant for facilities design, long range planning and inspection for PWC and a wide range of DOD and non-DOD clients. In conjunction with LANTDIV, the Engineering Department decides which jobs in-house engineering forces should perform and which should be contracted for reasons of economy, technology and availability of architectural & engineering (A&E) services. This department ensures that design services, estimating, facilities inspection services, facility energy and environmental engineering services and certification services are effective, efficient and accomplished within NAVFACENGCOM performance criteria and applies state-of-the-art facility management practices to develop sound programs for client activities including all regional PWC organizational components. They provide services as principle professional and technical consultant for facility management for PWC and clients.

DESIGN

The Engineering Department is responsible for all engineering services including investigations, consultations, technical studies, sketches, drawings, specifications, and cost estimates for work to be performed by in-house forces or work to be performed under A&E contract for PWC. In addition, provides facility planning support typically in the form of scope development, cost estimating and historic preservation consultation. Specific technical services such as hydrographic and topographic surveying, crane engineering, traffic engineering, and TABS (testing and balancing of A/C systems).

The Engineering Department is also responsible for professional and technical support, administration and review of A&E contracts used to support engineering workload. The department provides Architect-In-Charge (AIC) and Engineer-In-Charge (EIC) services, including statements of work, outlines of A&E services and A&E fee estimates. Additionally, the department provides professional staff to sit on slating and selection boards for procurement of A/E contracts and provides engineering support to the appropriate ROICC for contracts prepared under the cognizance of the department. The department ensures the accuracy, validity, and timeliness of all products.

ENVIRONMENTAL AND ENERGY MANAGEMENT

The Engineering Department is responsible for various environmental site investigations and assessments, remediation plans for storage tanks (UST/AST) and management of lead paint and asbestos inspections/assessments. In addition the department performs energy studies, economic analyses, cost estimates and manages a regional direct digital control (DDC) program. The department provides energy management services for COMLANTFLT and CNRMA.

INSPECTION AND CERTIFICATION

The Engineering Department is responsible for execution of the Facility Condition Assessment Program (FCAP) for COMLANTFLT, facility inspections for various DOD and DOE commands and specialized inspections of paved surfaces utilizing PAVER software and roofing systems using thermographic technology. Additionally, the department is responsible for the inspection and certification of backflow prevention devices, elevators, boilers, unfired pressure vessels and weight handling equipment (WHE).

MAINTENANCE

The Maintenance Department Head (**Code 500**) is responsible for providing timely, cost efficient, effectively executed maintenance public works support services for which the Maintenance Department has been assigned responsibility that comply with all applicable rules, regulations and policies of the Public Works Center and other appropriate authorities. The Maintenance Department utilizes a regionally managed, site